


# Chapter 10

## Organizational Citizenship Behavior and Employee Retention

**Shaina Arora**

*Chandigarh University, India*

**Nilesh Arora**

 <https://orcid.org/0000-0002-8901-2205>  
*Chandigarh University, India*

### **ABSTRACT**

*The study measures organizational citizenship to retain bank employees. The banking sector is a crucial growth driver in our service-based economy. Young bankers work in a proper environment, so they can handle their obligations and responsibilities successfully. Banks plan a large functional outlay based on growth, retention, and performance. This study collected data from 322 public and private bank employees using irregular examinations. Smart PLS Software 3.3.3 employed partial least squares for reliable review results. The model shows a positive relationship between employee retention and altruism, courtesy, conscientiousness, sportsmanship, and civic virtue. This study covered solely bank employees; thus, findings may vary. More research is needed to help companies retain top talent. Today, it's important to keep employees pleased and from looking elsewhere. Retention and organizational citizenship increase representational performance. The results show the impact of organizational citizenship on banking employee retention and performance growth.*

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## **INTRODUCTION**

The term Organizational citizenship behavior (OCB) was instituted in the last part of the 1980s after modifications. With the progress of organizational citizenship behavior, and the study of various factors among employees' attitudes organizations are required to be conscious for employee retention and performance. OCB suggests whatever specialists choose to do, quickly and intentionally, which often lies outside of their predefined definitive responsibilities. Organizational arrangements incorporate exercises that merge task performance and contextual performance of the employees. Progressive development by analyzing job performance can be considered as a state of connection that people working in organizations. Business Organizations have come to comprehend those moral values and beliefs that are very important for the employees with respect to ethical means (Scott, 2002). Accordingly, businesses accept an imperative part in shaping the viewpoint of developing business pioneers who understand the need to focus not simply on maintaining the social and mental environment where the task and contextual performances take place. This change of focus is inciting the appraisal of what can propel Organization Citizenship Behavior (OCB) among future business leaders. Business specialists are getting pieces of information from neuroscience to grasp the justification for why outstanding leaders oftentimes make terrible decisions. In some organizations, there are risks of abatement in organizational resources like time, energy, the lack of work/work components, and nonattendance of monetary resources augmentation delegates' bet taking and push them to partake in Immoral behaviors (Elshaer *et al.*, 2022).

In view of blended thoughts, there is growing thought with respect to an element of investigation made under the heading of 'care' with inputs from Human Psychology, Organization Science, Education Science, and related brooks of data. The growing realization of OCB helps business managers to understand the interpersonal behavior skills in the organization (Dangwal, 2022). Employees are all around likely to perform better and go past their allotted tasks. Many employees are also ready to help each other in unbelievable circumstances also (Chandra and Mathur, 2021).

The extant literature emphasizes the phases and importance of organizational citizenship behavior retention of the employees. Various constructs including altruism, courtesy, conscientiousness, sportsmanship, and civic virtue play a vital role with respect to a dependent variable which is employee retention (Paillé, 2013a). While the ways to deal with acting have been and will keep on being gigantic, there are changes in the work environment that could maybe modify what kinds of OCBs will stay tremendous for affiliations later on, as well as what sorts of chances for OCB exist for delegates (Harvey *et al.*, 2018). The commitment to the real approach can be fanned out in the improvement processes among embellishments, in preparing, rules, and blueprints (Rosario Núñez *et al.*, 2020).

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